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NFAC 4459-80

**NATIONAL FOREIGN ASSESSMENT CENTER**

WASHINGTON, D. C. 20505

Director

25 JUN 1980

MEMORANDUM FOR: Director of Central Reference  
 Director of Current Operations  
 Director of Economic Research  
 Director of Geographic and Cartographic Research  
 Director of Imagery Analysis  
 Director of Political Analysis  
 Director of Scientific and Weapons Research  
 Director of Strategic Research  
 Chairman, National Intelligence Council  
 Chief, Collection Requirements and Evaluation Staff  
 Chief, Production Planning and Review Group  
 Assistant NFAC Equal Employment Opportunity Officer  
 Senior Review Panel

SUBJECT : Quarterly NFAC Goals Session (U)

1. The NFAC Third Quarter FY 1980 Goals Session with the DCI and DDCI has been scheduled for 31 July, 1500-1630 in the DCI Conference Room. Attached is an outline of the presentation we will be making. Those with assigned actions ("presenter") should have their portions of the outline completed in text (no more than two pages double-spaced) and forwarded to PMES no later than 11 July. Please use exactly the same format as we did previously, which includes a statement of the goal, the focus of the presentation, the name of the presenter, the objective, milestones, progress to date tied to those milestones, and issues/problems (sample attached). We will be forwarding a copy of the completed outline to Mr. Carlucci, as required, by 21 July 1980. (U)

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2. Any questions regarding the format and content of the presentations should be directed to [redacted] PMES, [redacted]. All should plan to attend a preparatory session on 15 July 1980 at 1400 in Room 7E32. (U)

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Bruce C. Clarke, Jr.

Attachments:  
 As stated

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cc: Deputy Director, NFAC

This memorandum may be  
 downgraded to UNCLASSIFIED  
 when separated from attachments.

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23 June 1980

NFAC GOALS OUTLINE

- I. Goal #1: Establish centralized direction and support structure to achieve better balanced production.

Focus on the National Intelligence Council, Progress to Date

Presenter: Richard Lehman (10 minutes)

Objectives:

Milestones:

Progress to Date:

Issues/Problems:

- II. Goal #2: Improve the Quality of Analysis.

Focus on the Southwest Asia Analytic Center

Presenter: Helene Boatner (10 minutes)

Objectives:

Milestones:

Progress to Date:

Issues/Problems:

Focus on Support to the Analyst's Environment, NFAC Space Advisory Council

Presenter: R. E. Hineman (10 minutes)

Objectives:

Milestones:

Progress to Date:

Issues/Problems:

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- III. Goal #3: Structure production plans for major, long-range intelligence questions of the 1980s:

Focus on Measures of Force Effectiveness

Presenter: Rae Huffstutler (10 minutes)

Objectives:

Milestones:

Progress to Date:

Issues/Problems:

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Focus on World-wide Energy Demand

Presenter: Maurice Ernst (10 minutes)

Objectives:

Milestones:

Progress to Date:

Issues/Problems:

- IV. Goal #4: Improve Personnel Management.

Focus on Implementation of Agency-wide Personnel Management Decisions

Presenter: R. E. Hineman (10 minutes)

Objectives:

Milestones:

Progress to Date:

Issues/Problems:

Focus on the Status of NFAC Professional Women

Presenter:  (10 minutes)

Objectives:

Milestones:

Progress to Date:

Issues/Problems:

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## NATIONAL FOREIGN INTELLIGENCE BOARD

NFAC 1917-80

NFIB-14.2/5  
12 March 1980

MEMORANDUM FOR NATIONAL FOREIGN INTELLIGENCE BOARD

FROM : Walter Elder  
Secretary

SUBJECT : Interagency Intelligence Production (U)

1. The attached memorandum from Bruce Clarke is for your information and consideration. (U)
2. Comments may be forwarded through the Secretary, NFIB.

  
WALTER ELDERAttachment  
As Stated  
*office*  
*OFA has no comments (requested met*  
*7-11) - [redacted] has copy & may have*  
*his own comments/suggestions**Called G.L*  
*31 March*

**THE DIRECTOR OF CENTRAL INTELLIGENCE**

WASHINGTON, D.C. 20505

Deputy Director for National Foreign Assessment

Attachment to  
NFIB-14.2/5  
12 March 1980

MEMORANDUM FOR: National Foreign Intelligence Board

SUBJECT : Interagency Intelligence Production

It is evident that, with changes in personnel and the passage of time, there is no longer a clear understanding in the Community of what distinguishes an NIE, an SNIE, or an IIM, and of the purpose of each. This is reflected in the tendency to treat a disproportionate number of important topics in IIMs rather than NIEs. In an effort to clarify these matters, we have developed the attached guidelines for your consideration. Please give me any suggestions or comments by 1 April.

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Bruce C. Clarke, Jr.

Attachment

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to UNCLASSIFIED when separated  
from attachment

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## FORMS OF INTERAGENCY INTELLIGENCE PRODUCTION

1. Interagency intelligence production<sup>M</sup> is conducted under the aegis of the National Intelligence Council. There are four standard forms for such production.

- a. National Intelligence Estimate. The NIE addresses a foreign situation of highest policy concern to the United States. The exposition is normally structured in a way that will illuminate policy issues and, when appropriate, policy choices available to the US. An NIE goes beyond the consideration of factual evidence to estimate on likely outcomes. It displays any significant differences in estimative judgments, along with the rationale underlying each position. It is issued by the DCI with the advice of NFIB.
- b. Special National Intelligence Estimate. The SNIE shares the attributes of the NIE but addresses an urgent and specific problem. It usually stems from a request by policymakers. It is shorter and is prepared and coordinated more quickly than an NIE. It is issued by the DCI with the advice of NFIB.
- c. Interagency Intelligence Memorandum. The IIM is an assessment of a foreign situation of high policy concern to the US. The IIM often presents a considerable amount of evidential or methodological detail and may or may not present estimates about the future. It is the appropriate interagency vehicle on occasions when the paramount intelligence task is the reaching of factual determinations. The IIM is issued by the DD/NFA, is coordinated at at least the working level in the Intelligence Community; on occasion it may be referred to NFIB and issued by the DCI.

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- d. Alert Memorandum. The AM is a brief assessment of a current development threatening US interests. It addresses the possible trend of events, the resulting implications for US interests, and relevant intelligence collection actions. It is the shortest and most time-urgent of the types of interagency intelligence production, and the degree of coordination within the Intelligence Community varies according to time available.

2. The attached chart identifies, for comparative purposes, salient characteristics of these forms of interagency production. Each interagency project is distinctive. The decision whether it should result in NIE, SNIE, or IIM rests on a judicious weighing of these characteristics.

3. The Memorandum to Holders is a device used:

- to reaffirm the findings of an existing paper after the passage of time or after significant changes in the situation.
- to update an existing paper that does not require extensive reexamination.
- to consider new questions or materials in conjunction with an existing, valid paper.

Memoranda to Holders are prepared to the same standards and by the same procedures as their parent papers.

#### Attachment

All portions of this memo including the attachment are classified CONFIDENTIAL

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	Importance of Subject	Relation to Policy Concerns	Projects Forward?	Preferred Length	Detailed Factual Treatment	Time to Prepare	Method of Coordination
NIE	Highest	Direct, Broad, Basic	Yes - year or several years	10-20 Pages w/annexes if necessary	Primarily in Annexes	Weeks to Months	NPFB principals
SNIE	Highest	Direct, Focused, Time-Urgent	Yes - weeks or months	5-8 pages	Limited; No Annexes	Days* to weeks	NPFB principals (through reps)
IIM	High	Indirect	Maybe - no set limit	Indefinite	* In text or annexes as appropriate	Weeks to months	Working Level
AM	Highest	Direct	Yes - Days to Weeks	1-2 pages	No	Hours to Days	Working Level